

Child and Family Services Update

March 2007

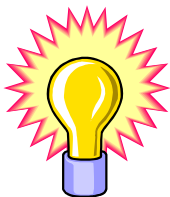
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Please share your
thoughts and ideas
by sending them to
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Getting to Know Your New Director

By Kimberly Wilde, Administrative Secretary

A lot of you may be wondering about our new director, Duane Betournay. For some of us, the transition seemed logical because we've known him as Richard's right-hand man. Hopefully you, too, will have a better idea of why Richard was so pleased to be passing on the division to such a skilled successor. But first things first: you'll need to know how to pronounce his name!



Pronunciation Guide: Be-tour-nay – or rather – 'Bet' (as in 'bet' on this guy) 'Tour' (as in three-hour 'tour') 'Nay' (rhymes with way). Now that you have that down, get a better glimpse of Duane's engaging personality when you read his answers to these questions.

Q. How did you end up in State Government?

A. I graduated from Westminster College (1977), and started working at the Salt Lake County Detention Center. I worked on the admissions desk. A couple of people I was introduced to were going to contract with the state to move youth out of what was called the Youth Development Center, into community placements. I worked as a tracker and supervisor of a small group home for about three years and then returned to the Detention Center.

I worked there for about another seven years, and then when I finished my Masters Degree, I was hired by the Division of Rehabilitation Services as a Vocational Rehabilitation Counselor working a substance abuse caseload. After two years, I accepted a job as a program manager, and after another year, I was asked to be the Director of the Independent Living Program. We worked with people who have significant disabilities to get them out of nursing homes if needed or just to be more independent. We also started a program that provided assistive technology to assist in the process of people gaining independence. We purchased or assisted people in the purchase of wheelchairs, van lifts, and computers.

I think I came to work for Child and Family Services almost nine years ago. My first job was the Independent Living Program Manager. During the dark budget times, I was also asked to be the Domestic Violence Specialist, which was the best job I think I have ever had. I spent two years as the Constituent Services Manager, and then left to be the Director of the Office of Public Guardian within the Department of Human Services. At the urging of Richard, I came back to Child and Family Services almost two years ago as one of Richard's two Deputy Directors. Patti VanWagoner has been an incredible person to watch in her role as the Deputy over the program managers. She has more knowledge about child welfare than I will ever know and is a great compliment to our division and this administration.

Q. What has been the best part about working at Child and Family Services?

A. It has been a real pleasure to meet and work with the most dedicated and decent group of people that I have ever met in my work life. People who are really concerned about the children and families as well as showing a huge commitment to each other as workers. It has been very gratifying. I also got to meet Richard Anderson – the best manager I have ever had the privilege of working with.

Q. What do you like to do in your spare time?

A. Mostly just spend time with my family. We have a very active cast of characters. We golf, camp, and enjoy getting together for good food and good company. I also love to cook. The act of prepping and cooking a good meal is very relaxing. No one in my family complains about this hobby.

Q. What can you tell us about your family?

A. My wife and I have been married for 25 years. We have two boys and one girl. My daughter lives between Las Vegas and Salt Lake, splitting her time in both places. My oldest son lives in Salt Lake and works as a self-employed contractor. He is the father of my two incredible grandkids. They like to spend weekends at our house where we spoil them without shame. My youngest son is an English teacher in Beijing, China. He has been there for almost three years. He met and married his wife Vivian, who we have had the pleasure of getting to know through a trip they made here, and last October we were able to travel to China where we spent ten days touring Beijing.

Q. What kind of food do you like?

A. There are few if any that I don't like. Have you seen my figure? Probably my very favorite would be barbequed anything. You can cook some amazing things on a good grill.

Q. What do you want people to know about you?

A. Just that I will give you everything I've got to make things better at Child and Family Services. I will always put your needs and the needs of the families we serve at the forefront of what I am doing.

Q. What is something unique about you?

A. I have risen from the dead. A car hit me when I was seven years old. On the way to the hospital, a neighborhood doctor had to revive me in the ambulance. I had stopped breathing and my heart had stopped. Some would say that the shot I took to the head explains a lot.

Q. Please complete the statement "I recommend..."

A. ...going to China. It is an incredible place with so much contrast.

Q. What super power would you most like to have and why?

A. The ability to fly. It seems like an easier way to travel than driving in either a Ford Focus or a Chevy Cavalier....

Q. How would you describe yourself?

Wow, tough question. A unique blend of my parents, who are and were great people, and my life experiences. I have been able to learn so much from people in both my work life and in my circle of friends. My father was a huge influence in my life. He taught me a lot about how to work, and how to have fun. He was a great guy.

Finally, now that we know how Duane describes himself, how would others describe him? Some who have worked closely with Duane commented on him by finishing this sentence: **"When I think of Duane, I think of...**

"...a positive attitude, a smile, a kind word, tenacity in the face of challenge, tact, willingness to sit back and listen before jumping ahead, and concern for others and their needs and perspectives." – Jerna Mitchell

"...how he's knowledgeable, dedicated, compassionate, supportive, relationship oriented, including all parties in decisions, open minded, and great leadership material." – Cora Peterson

"...warm humor, a casual way, and a leadership style that will continue to move the agency forward." – Carol Baumann

"...how lucky we are to have such a strong and compassionate leader who is willing to take on the very difficult job of being our director." – Carol Miller

"...strength and commitment. With Duane standing beside you, you feel empowered to accomplish goals you may have doubted were possible. As someone who has had the opportunity to work closely with him, I am excited to have him as our Director to lead us ever onward on the path we have chosen to continue to achieve positive outcomes for children and families." – Patti VanWagoner

"...how he's always been concerned about doing the best job possible, considering the capabilities of the division. He is able to keep his cool in very difficult and tense situations." – Navina Forsythe

"...one funny guy. He can see the silver lining in every dark cloud." – Brad McGarry

"...how he's thoughtful and caring of everyone, a fine sense of what people really need, good listener, analytical thinker and solution focused, good planner, courageous...and will be the best director we have ever had." – Richard Anderson

"...a person who has a great passion for child welfare. I think of a person with great leadership abilities and a person with a great understanding of what needs to be accomplished to make Child and Family Services a Super Division. Duane is simply GREAT!" – Valerie Lowery

"...someone who is not so busy that he cannot pause to check in and ask how I'm doing. For many in important jobs, taking a moment to tune in to a fellow worker – particularly when you know they are struggling – is a very uncommon trait." – Martin Roundy

"...'Brief Therapy' (our own Dr. Phil). Duane has mastered the skill of decision-making. He has the unique ability to quickly gather and assess the information/facts needed to make the good decisions he makes, a leadership strength he is known for. Dr. Phil, er, I mean, Duane, will lead us well into the future." – Todd Minchey

"...someone who is caring, both for staff and for community partners. He is competent and compassionate, which is a great combination." – Linda Prince

"...seeing and feeling great effort being put forth to continue to accomplish the goals of Child and Family Services. He will do whatever is necessary at any expense." – Pauline Wilson

"...smiling, because his friendliness, humor, and obvious interest in others is infectious." – Katy Larsen

"...how first I smile, because I know he's going to lighten the mood no matter how difficult things are, and then I want to listen because Duane is intelligent, articulate, decisive, and has a clear vision and cares." – Cosette Mills



Great Time to Work for Child Welfare

By Duane Betournay, Director

I am sitting in the Senate overflow room waiting for the last three and a half hours to tick of the clock on the 2007 Legislative Session. So I have some time to reflect on the state of child welfare in Utah. Several recent events lead me to believe that it is a great time to work in child welfare. Let me highlight some of those events.

Richard Anderson announced his retirement and even though that announcement was a blow to us all, we had anticipated it for some time, and the blow was softened by an affirmative signal from Lisa-Michele Church that she supported the direction of the division and wanted to sustain the positive direction by hiring a new director from within. Compared to previous transitions, where the outgoing director was forced to walk the plank, this one has marked a significant change in the way we transfer leadership.



An issue that has been a huge part of Richard's work life for the last three years has been the settlement of the David C. Lawsuit, and the end to the oversight of the federal court. With the announcement that was made last week, his work has come to fruition. We do have proposed exit and baring any unforeseen bumps in the road, we will be able to proceed with an agreement that will ultimately result in our total and complete exit from the ongoing monitoring that has been a significant part of all of our lives for the past 14+ years. Please don't get me wrong, we will still need to maintain many of the same processes that have allowed us to get to this point, but I can assure you, by taking charge of our own destiny, we will find ways to make the process more tolerable and less crisis producing. We will need to continue to monitor outcomes through the use of Qualitative Case Reviews and Case Process Reviews. But I believe that these "tests" have enabled us to set standards and achieve better outcomes for children and families.

We have had three regions pass the milestone levels for Qualitative Case Reviews. This is a significant accomplishment given the timing of the discussions around an exit agreement on the David C. lawsuit. Without the regions doing well, our position for negotiation would be weak and the outcome less certain. My congratulations and thanks to the Western, Salt Lake Valley, and Northern Regions. AND my thanks to the Southwest Region for setting the pace and for being the only region to pass for three consecutive years.

Now to the legislature. Rarely have we had the luxury of reporting to you that this was a great year in the legislative process. I get to say that to you this year. Here are a few of the highlights:

- Authorized funding for an additional 21 workers and three supervisors. These positions will be dedicated to reducing caseloads in those areas of the state where we are above standard.
- Authorization for additional state cars to meet the needs of transportation, particularly in the rural areas of the state.

- Replacement of funding to the Department of Health for losses in Title IV-E funding in Child and Family Services last year. These were one-time monies that were taken from Health and are now being replaced with ongoing support.
- COLA increases for state employees amounting to 3.5% in salaries and funding for cost increases in insurance premiums, either the full amount or the majority of those costs. We are waiting to receive final word on the increase in costs for insurance premiums.
- Additional ongoing funding to the Department of Human Services for discretionary increases to employees. We don't have all the details on this yet.
- Passage of the HB245, which will enable the state to implement the Adam Walsh Act. This includes funding for new fingerprint scanning devices and funding to support the coordination of background checks. This funding will also enable us to pay for some fees related to these new background checks for kin providers.
- Passage of HB328, which enables us to work more closely with family friends in the placement of children. It also enables us to continue interviewing a child in circumstances where they may refuse to be taped.

As you can see, we did very well. For the entire Department of Human Services, new appropriations will amount to almost 50 million dollars in new revenue. This is no small accomplishment and should benefit services to children and families as well as others served by the Department.

All in all, when you look back on the successes we have enjoyed and will continue to mount up, this is a good time to work for Child and Family Services. As your new Director, I can say this to you with all confidence. Take some time to look around the rest of state government, and for that matter, at the private sector, and I think you will come to the same conclusion. Thank you for all that you have done to make this a good place to be.



Partnership

Quality Improvement Committees

By Katy Larsen, Manager of Citizen and Community Development

One of the things we set out to do in the Milestone Plan was to have **Quality Improvement Committees**. Over the years we've struggled at times to sustain that effort. All regions currently have functioning committees. Most of you are aware of their existence. For those of you who may be new or are at a distance from them, I wanted to provide some clarity.

What is a Quality Improvement Committee?

They are groups largely comprised of community partners and citizens brought together to increase their knowledge of child welfare in the community and to lend their expertise, ideas, and advocacy to enhance the delivery of quality services across the entire areas they represent. Child and Family Services staff supports them.

Where are they?

- There is a statewide committee, which is supported by me.
- There is one for Northern Region supported by Carol Baumann.
- There is one for Salt Lake Valley Region supported by Roland Oliver.
- There is one for Western Region supported by Bert Peterson and Beverly Hart.
- There are two for Eastern Region supported by Boni Seals in Price and Matt Watkins in the Uintah Basin.
- There are three for Southwest Region. They are in Richfield supported by Bruce Zylks, in Cedar City supported by Destry Maycock, and in St George supported by Robert Johnson.

What is the function/purpose of the committees?

Their purpose is to assess the strengths and needs in their community related to child welfare. The committees all receive a lot of data and other information that assists them in understanding the issues, trends, and concerns. The committees are intentionally comprised of members that are not employees of Child and Family Services. Our belief is that these partners and citizens bring “fresh eyes” and ideas to the myriad of issues we deal with day in and day out. We ask that the committees feel free to “ask the hard questions” and to be constructively assessing child welfare in the community and promote and recognize the positive/upward trends. Some of the committees have begun the “stories of hope” as a way of recognizing staff as well as foster parents and other partners.

As you all know, the welfare of children does not rest solely with Child and Family Services. Our many partners and citizens in general have an investment in continually improving services and outcomes to children and families. You’ve all heard about our great strides and the path we are on to the dismissal of our federal lawsuit. The work of the Quality Improvement Committees is part of sustaining our accomplishments to that end and beyond. We support the Quality Improvement Committees to help us build community child welfare with increased sensitivity to the issues and increased resources for the children and families needing child welfare services.

Organizational Competence



Child and Family Services Priorities for Continuing Improvement

By Cosette Mills, Federal Revenue Manager

Child and Family Services in Utah has made tremendous strides in recent years to improving our capacity to provide quality services to children and families. This progress is the result of commitment on the part of all of our staff for continuous quality improvement.

With the David C. court case nearing exit, administration at the state and regional levels came together in a planning meeting held on January 30, 2007 to establish priorities for continuing program improvement in the next couple of years. Participants at the meeting included about 15 persons from the state office and 20 persons from the regions (four representatives from each region).

Prior to the planning meeting, state office managers had developed a proposed list of priorities with preliminary needs and outcomes identified for each priority. During the planning meeting, additional priorities were added to the list. Small workgroups considered, in more detail, the needs and desired outcomes for each of the categories and presented results back to the full group. Then the priorities were ranked, as listed below.

Ranking	Lead	Item
1	Jeff Harrop/ Associate Region Directors	Worker Retention and Recruitment Support of staff, with emphasis on frontline workers
2	Linda Winingar	Placement Stability for Children in Foster Care Reduce trauma to children in foster care caused by frequent placement moves (federal requirement)
3	Midge Delavan	Supervisor Support, Training, and Mentoring Better support structure and formalized training for supervisors, with emphasis on new supervisors
4	Cosette Mills	Substance abuse Increase knowledge for staff on how to work with families when substance abuse is a factor; access to and availability of treatment resources

Ranking	Lead	Item
5	Liz Kuhlman	Child Abuse Prevention Increase effective child abuse prevention efforts, with an emphasis on primary prevention
6	Duane Betournay	Court Exit Agreement Meet all of the elements of the exit agreement for the David C. case
7 (tie)	Judy Hull	Kinship Program Practice Clarify kinship practice requirements, seek resources for kin providers, and standardize practice statewide
7 (tie)	Linda Wininger	Reentry Into Foster Care Reduce numbers of children who have to return to foster care (federal requirement)
8 (tie)		Safety Model Develop model to help staff make safety decisions, differentiating between safety and risk for children
8 (tie)		Purposeful Visiting Improve outcomes through strengthening practice in caseworker visits to children and parents and visits between parents, children, and siblings
9		In-Home Services Clarify In-Home Services practice requirements and standardize practice statewide
10 (tie)		Transition to Adult Living Continue implementation of the five-year Transition to Adult Living plan
10 (tie)		Mental Health Increase knowledge for staff on how to work with families when mental health is a factor; access to and availability of treatment resources
11		Domestic Violence Services Increase knowledge for staff on how to work with families when domestic violence is a factor; access to and availability of treatment resources
12		Tribal Organizations Strengthen collaboration with tribal organizations; train staff on intergovernmental agreements and ICWA and ability to be culturally responsive

Ranking	Lead	Item
13		Courts Continue efforts to achieve shared understanding and to work effectively with courts
14 (tie)		Adoption Services Continue to strengthen adoption program, including post adoption support services
14 (tie)		Minority Communities Strengthen collaboration with minority communities; increase bilingual staff capacity and ability to be culturally responsive

The group recognized that to be most effective, a limited number of priorities should be addressed at one time. Efforts were made to prioritize based on those things that would have the greatest impact across the state. A decision was made to select as statewide priorities the items in the top seven rankings (which actually became eight items due to a tie). The group acknowledged that work would continue on priorities ranked 8-14 to the extent that capacity exists, but that those priorities and any other improvement efforts in the state office or regions should not interfere with our ability to achieve the priorities ranked 1-7.

Leads were identified for each priority, with the expectation that most of the work will be accomplished through teaming in workgroups that include representation from both the state office and regions and, in many cases, partner agencies. Where available, existing workgroups will be utilized. Work plans should be developed for each of the statewide priorities by June 30, 2007. For more information about the work for any of the priorities listed above, please contact the identified lead.



Practice Guidelines and the Never-Ending Process of Change

By Carol Miller, Program Support Specialist

In our recent employee survey, many of you commented that there was confusion as to why and when we change our practice guidelines. I'm hoping this article will give you a better understanding of this process.

When we receive information from frontline staff that something is problematic in practice or in guidelines, this is the first step to analyzing the problem and assessing what is needed to provide information and/or clarification. Do we need a to create a new guideline, to make a change in how a guideline is written to provide clarity, or would a practice alert explaining existing guidelines accomplish what is needed? The appropriate program manager is then assigned the task of contacting the regional experts (who are appointed by our Region Directors) to get their feedback and insight into the problem spot. Once that information is received, a draft practice alert or modified practice



guideline is developed and sent back to the region experts for their feedback. The drafted guideline or practice alert is then sent to state and regional administrators for their review and input. This process may occur several times before we have a product that is ready for publication. That is one reason we release changes to practice guidelines on a quarterly basis.

This is a time-consuming process with many different people involved. We want you to know that your comments and suggestions are heard, even if it doesn't appear that they are being acted on in a timely manner.

Regional experts and state program managers are listed below. Please don't hesitate to contact them for any of your questions, concerns, or ideas for improving practice. We rely on all of you for your invaluable insight!

NAME	PROGRAM AREA
State Office:	
Marty Shannon	Adoption/Guardianship Subsidy
Cora Peterson	CPS
Sherri Michel-Singer	Domestic Violence
Angela Robbins	In-Home Services
Judy Hull	Kinship
(Vacant)	Out-of-Home Services
Marty Shannon	Post-Adoption
(Vacant)	Transition to Adult Living
Northern Region:	
Cathy Miller	Adoption/Guardianship Subsidy
Rhett Fronk	CPS
Nancy Sloper	Domestic Violence
Nancy Dunn	In-Home Services
Jean Marie Morris	Kinship
Mark Robertson	Out-of-Home Services
Aubry Meyers	Post-Adoption
Sarah Pomeroy	Transition to Adult Living

NAME	PROGRAM AREA
Salt Lake Valley Region:	
Jennie Farr	Adoption/Guardianship Subsidy
Danelle England	CPS
Mike Boyd, Erica Acree, Todd Otanez, Laura Clark	Domestic Violence
Grant Tolley	In-Home Services
Kelly Powers	Kinship
Jann Nishimoto, Patricia Graff, Janice Gee	Out-of-Home Services
Linda Vrable	Post-Adoption
Roland Oliver, Ken Hull, Jann Nishimoto	Transition to Adult Living
Western Region:	
Janelle Langolis	Adoption/Guardianship Subsidy
Kerri Burns	CPS
Susan Knadler	Domestic Violence
Casey Christopherson	In-Home Services
Dennis Brooks	Kinship
Eric Jenkins	Out-of-Home Services
Matt Froelich, Louise Brown	Post-Adoption
Eric Jenkins	Transition to Adult Living
Southwest Region:	
Susan Goodman, Joy Stover	Adoption/Guardianship Subsidy
Shirley Owen, Jim Young	CPS

NAME	PROGRAM AREA
Virgil Sickels, Marti Bown	Domestic Violence
Kelly Stapley, Gordon Gunn	In-Home Services
Bruce Zylks, Kyle Garrett	Kinship
Tom Kelly, Joni Thomas	Out-of-Home Services
Susan Goodman, Rick Clements	Post-Adoption
Mike Beacco, Kyle Garrett	Transition to Adult Living
Eastern Region:	
Codi White	Adoption/Guardianship Subsidy
Kirk Harris	CPS
Terri Yelonek	Domestic Violence
Stephanie Robb	In-Home Services
Greg Daniels	Kinship
Janet Brown	Out-of-Home Services
Amy Smith, Fred Butterfield	Post-Adoption
Terri Harris	Transition to Adult Living

Happy
St. Patrick's
Day!

